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ABSTRACT

This publication provides information on 1989 winners of the Search for Excellence award for outstanding vocational service programs for people with disabilities. A history and description of the search appears first. A winner and two finalists are described in each of four categories. An introduction to each category discusses typical applicant programs and outlines the assessment methodology (measures of excellence and weighted values). The categories, winners, and finalists are as follows: (1) community-based work services--University of North Carolina Division TEACCH (Treatment and Education of Autistic and related Communication handicapped CHildren), Association for Retarded Citizens/New Jersey, and Easter Seal Society of Maryland; (2) employability development--Goodwill Industries of Central Florida, Indian River Community College (Florida), and Jewish Vocational Services (Florida); (3) facility-based work services--Henderson Division of Opportunity Village Association for Retarded Citizens (Nevada), THE CENTER for the Rehabilitation and Training of Persons with Disabilities (Illinois), and Ohio Valley Goodwill Industries Rehabilitation Center; and (4) work hardening--Schwab Rehabilitation Center (Illinois), J. Leonard Camera Industrial Rehabilitation Center (Ohio), and St. Elizabeth Hospital (Wisconsin). A list of winners and finalists from 1986-90, with addresses and telephone numbers, is appended. (YLB)

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A Vision of Excellence

The National
Search for Excellence Awards
in Rehabilitation

The JM Foundation

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Acknowledgements

The JM Foundation would like to recognize the following individuals and organizations who contributed so substantially to the fourth national Search for Excellence in programs for people with disabilities. Their participation and assistance was invaluable and without their help, the 1989 Search would not have been successful.

The JM Foundation also extends its appreciation to Gary Prazak and Robert A. Walker of Walker and Associates, Inc., Minneapolis, Minnesota, consultants to the Search program, who developed the process and materials used in the Search, and processed the applications submitted. They, along with Chris Olander and Joe Dolan at The JM Foundation, are the authors of this publication. Finally, we would like to thank the many dedicated rehabilitation professionals throughout the country who submitted applications to the Search.

National Advisory Committee

Members of the National Advisory Committee that set policies and contributed many ideas to this year's awards program were:

Commission on Accreditation of Rehabilitation Facilities
Alan Toppel, Executive Director

Goodwill Industries of America
David Cooney, President

ICD-International Center for the Disabled
John Wingate, Executive Director

Illinois Association of Rehabilitation Facilities
David Stover, Executive Director

The JM Foundation
Chris Olander, Executive Director

National Association of Rehabilitation Facilities
Michael Bainbridge, Assistant Executive Director

National Council on Independent Living
Marca Bristo, Past President

National Easter Seal Society
James Williams, Deputy Executive Director

National Rehabilitation Association
Robert Brabham, Executive Director

Ohio Rehabilitation Services Commission
Terry Etling, Director, Bureau of Program Support

President's Committee for Employment of People with Disabilities
Justin Dart, Chairman

Rehabilitation Services Administration
Mark Shoob, Deputy Director

South Carolina Vocational Rehabilitation Department
Joe Dusenbury, Commissioner

United Cerebral Palsy Associations
Jim Hollahan, Director, Program Services

Judges

A distinguished panel of judges headed by Jeremiah Milbank, Jr., President of The JM Foundation, carefully reviewed each of the finalists and selected the award winners. The panel members for the 1989 Search were:

Douglas A. Fenderson, Ph.D.
Professor, University of Minnesota Medical School

Paul G. Hearne
Executive Director, The Dole Foundation for Employment of People With Disabilities

William Morrissey
Chairman, McCann Direct

Ralph Pacinelli, Ph.D.
Regional Director, Rehabilitation Services Administration

Ann Turnbull, Ph.D.
Co-Director, Beach Center on Families and Disability, University of Kansas

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Jeremiah Milbank, President of The JM Foundation (left), joins James S. Brady, Vice Chairman of the National Organization on Disability (center), in honoring winners of the 1989 Search for Excellence.

Jeremiah Milbank (left), accepts a Steuben glass lion from Alan Toppel, Executive Director of the Commission on Accreditation of Rehabilitation Facilities. Mr. Toppel presented the special award on behalf of the Search for Excellence National Advisory Committee in recognition of The JM Foundation's "longstanding commitment and profound contribution to improving the lives of people with disabilities."

Search '89 judges include (left to right): Jeremiah Milbank; Dr. Ralph Pacinelli, Rehabilitation Services Administration; William Morrissey, McCann Direct; Paul Hearne, The Dole Foundation for Employment of People with Disabilities; and Professor Douglas Fenderson, University of Minnesota Medical School. (Not pictured: Professor Ann Turnbull, University of Kansas.)

History and Description of The Search for Excellence

The Search for Excellence began in 1982 when The JM Foundation directors decided to identify excellence in vocational service programs for people with disabilities. The first national Search awards in 1986 resulted from several years of planning, consulting with national leaders in rehabilitation, and conducting field studies. The purpose of the approach selected was to seek out the nation's very best vocational and other rehabilitation programs, provide them with national recognition, and encourage others to also achieve excellence.

The Search program's National Advisory Committee meets each year to review the Search effort and makes recommendations on such issues as program categories, eligibility requirements, recognition of winners and finalists, reaching potential applicants, and strategies to encourage programmatic excellence.

The JM Foundation chose to assess "excellence" by determining the extent to which specific programs benefit the people they serve. Measures are used to assess those benefits that make a real difference in the lives of people with disabilities. Objective measures are used so that comparisons can be made between programs serving various populations in widely different communities. Other measures are used to determine how efficiently or productively these programs make use of their personnel and financial resources. In effect, a program that achieves a high level of benefits for those it serves at a reasonable cost is considered exemplary.

Program efficiency and the level of benefits to persons served are both affected by variables such as community size, unemployment rate, and especially the severity of disabilities and other characteristics of participants. Several factors are assessed to determine how much effect they have on program results and costs. When significant relationships are found these factors are taken into account in determining overall program excellence. For example, a program serving persons with a greater number of disabling conditions would receive a higher excellence score than a similar program which served persons with fewer or less severe disabilities.

Walker and Associates, Inc. of Minneapolis, working with JM Foundation staff, developed the application materials and processed all applications. The selection process begins when every application is reviewed for eligibility, completeness and accuracy. Excellence is determined by applying several measures of benefits to persons served (e.g., the percentage obtaining competitive employment), and measures of program productivity (e.g., the average cost per client per day). Weights reflecting the importance of each measure are assigned and a single "score" of overall excellence for each applicant is calculated using a computer. Adjustments are then made to take into account the difficulty level of persons served, community size, and other factors that show a significant relationship with performance. The adjusted overall excellence scores are then rank ordered to identify several potential finalists in each program category.

The highest ranked applicants that emerge through this process are contacted to verify the data submitted and to obtain further descriptive information about the program. Telephone interviews are also conducted with other individuals familiar with the applicants such as advocates and referral and funding sources to determine how the program is regarded locally. Detailed information on each finalist is then sent to the judges for their review. This includes information on benefits for persons served, program cost and productivity, a summary of information obtained from various telephone contacts, and a narrative description of each program. The selection panel, chaired by Jeremiah Milbank, Jr., President of The JM Foundation, determines the winning program in each category.

The award ceremony for the 1989 Search was held December 11th at the Mayflower Hotel in Washington, D.C. Awards were presented by James Brady, former White House Press Secretary during the Reagan administration, who currently serves as Vice Chairman of the National Organization on Disability. The four winning programs each received $20,000 and the four winners and eight finalists were also presented with awards designed especially for the Search. All applicants were sent an "Excellence Report" briefly summarizing their overall performance, and how their scores on several key measures compared to all other applicants in the same program category. Many applicants to the Search have indicated that this "report card" is an effective tool in building an agency-wide commitment to excellence.

Community-Based Work Services

WINNER

The University of North Carolina Division TEACCH

FINALISTS

Association for Retarded Citizens/New Jersey

Easter Seal Society of Maryland

Introduction

Programs in this category are often called supported employment. They provide long-term, on-going support services which enable persons with severe disabilities to get and maintain competitive employment. Some participants in this program may, after many months, no longer need routine support. However, most are expected to require such services if they are to maintain their jobs in the community.

Community-Based Work Services has been the most popular category since the Search began with 115 applicants in 1989. The 94 eligible programs providing complete information served a total of 3,081 people in the past year at a total operating cost of over $18 million. The largest number of persons served in these programs (57%) are in individual placements, with usually no more than one person working for each employer in the same type of job. An additional 27% are in enclaves (several persons working in the same job area), with 17% in work crews such as mobile janitorial crews that work under the direct supervision of the applicant organization.

Typical applicant programs

The typical applicant program has the following characteristics, expressed as median values:

- Serves 24 people per day, and operates with an annual budget of $144,000 (not including client wages). Daily program costs average $28 per participant. One-fourth of the programs have daily costs averaging over $47.
- Had a direct service staff of 6.0 full-time equivalent persons. The typical ratio is 3.5 participants for each staff.
- Has been in operation 30 months: About one in four programs has been operating less than 24 months, and another one-fourth for 48 months or longer.
- Participant earnings average $3.94 per hour, $21.30 per day. They average 24 hours of paid work a week. In one-fourth of the programs the average participant earns less than $16 per day.
- Average annual earnings for program participants plus the dollar value of fringe benefits is $5,070.
- In a third of the programs the average participant wage is below the poverty level ($498 per month for a single person).

Assessment of Program Excellence

The level of excellence of each applicant program was assessed using the measures in the following table. The relative importance of each measure is shown as a weighted value.

Measures of Excellence	Weighted Values
1. Benefits to persons served	
a. Average annualized participant earnings & dollar value of fringe benefits	48%
b. Quality of work site	16%
2. Productivity/efficiency	
a. Average cost per participant per day	8%
b. Ratio of participants per direct service staff	8%
3. Level of severity of persons served	20%
	100%

- In the average program it costs $1.43 to generate each $1 of wages earned by participants. In one-fourth of the programs, costs are below $1 for each $1 of wages, while the most expensive one-fourth of the programs have costs over $2 for each $1 of earnings.

Characteristics that reflect severity or difficulty level of the 4,741 persons served in the past year by these programs are shown below. The typical participant had 2.4 of these characteristics:

- Mental retardation, mild (56%)
- Mental retardation, moderate or severe (18%)
- Mental illness (21%)
- Chronic mental illness, history of extensive or multiple hospitalizations (14%)
- Medical or physical condition that restricts activities (22%)
- Significant limiting medical/physical condition (7%)
- Unacceptable work behaviors (60%)
- Require daily assistance or supervision of another person in order to live in the community (37%)

Steve Fromberg loads trays into the washing machine on his job at the Marriott Food Service.

University of North Carolina Division TEACCH

Treatment and Education of Autistic and related Communication handicapped CHildren

* * * * *

Chapel Hill, North Carolina

TEACCH, a division of the Department of Psychiatry of the School of Medicine, is a statewide service program for adults and adolescents with autism and related developmental disorders. Persons with autism are typically under-served in supported employment and other vocational programs. Few programs are designed specifically for this population. Although TEACCH is primarily a treatment program, it is also involved in research and professional training. The overall goal is to improve the capacity of state and local human service programs to effectively serve persons with autism by developing appropriate and effective models of service and by providing technical assistance and training to other organizations.

Attracting national and international attention, TEACCH shares its experience with visitors from throughout the country and the world. The program works in collaboration with autistic individuals and their parents in the broad areas of family, education, and community. Services are provided through six regional TEACCH Centers throughout North Carolina.

The community-based work services component of TEACCH began several years ago as a pilot effort to place individuals with autism in competitive employment. It is currently funded by the state's Division of Vocational Rehabilitation Services. Of the 25 people placed in competitive employment through the end of 1989, 21 continue to be successfully employed. The program utilizes the "individual placement, job coach" model. All clients have autism or related severe communication disorders and many also have additional disabling conditions such as mild or moderate mental retardation, cerebral palsy, epilepsy, and visual impairments.

Carolina Falkner operates a copy machine in her part-time job as an office clerk. She has since started another part-time job with Marriott Food Services.

Based on the experience and success of this program, TEACCH is currently developing other vocational training models, e.g. enclaves and mobile work crews, for persons with autism and more severe intellectual impairments. Another new model combines residential and vocational training in a rural farm environment.

The winning program placed people in office jobs such as office assistant, mail clerk, stock clerk, and data entry; food service jobs such as baker's assistant, line server, and bus person; and production jobs such as assembly, packaging and stock unloading. The average worker earns $4.45 per hour and works 33 hours per week. All are paid directly by their employers and most receive benefits such as health care insurance.

The typical program participant requires four months of intensive job coaching, training and other support services to become stable on the job. Job coaches are trained and supervised by regional TEACCH adolescent/adult therapists. TEACCH maintains regular follow-up with clients, families and employers on an average of once a week. Other long-term support services are provided by regional therapists and the vocational coordinator from the Autism Society of North Carolina. TEACCH continues to maintain a relationship with participants and their families that in most cases started in the participant's childhood, providing, whenever needed, individual counseling, family support, individual advocacy, social skills and communication training.

For more information on this exemplary program, contact:
Gary Mesibov, Co-Director, or **Amy Woods,** Research Associate, TEACCH Division, Administration and Training, CB 7180, 310 Medical School Wing E, The University of North Carolina at Chapel Hill Chapel Hill, NC 27599-7180 · Telephone: 919 / 966-2173

Virginia Magna, stock clerk at TJ Maxx, assists fellow employee in the shoe department.

Finalist / Community-Based Work Services

Association for Retarded Citizens/ New Jersey

North Brunswick, New Jersey

Project H.I.R.E. (Handicapped Individuals Requiring Employment) is ARC/New Jersey's community-based work services program. Since it began in 1985, H.I.R.E. has placed a total of 375 individuals into competitive employment with appropriate on-going support services. Currently, 73% of them are working full-time and receiving the same fringe benefits as other employees. The individual placement, job coach model of programming is used. H.I.R.E. operates throughout the state of New Jersey, working out of several regional ARC offices. The program continues to expand, its annual budget is now approaching $1 million and includes a staff of 30. H.I.R.E. was selected in the 1988 Search for Excellence as the winning program in this category.

All program participants have developmental disabilities. In the past two years the program has worked with an increasing number of individuals who also have physical disabilities such as cerebral palsy, visual and hearing impairments, and a few especially challenging persons who are blind, deaf, and mentally retarded. Many participants are referred by special education programs. For most, this is their first job of any kind, although some have worked in sheltered workshops before starting in this program.

Among the strengths of H.I.R.E. are the support networks developed for each participant in order to assure satisfactory adjustment both on and off the job. Staff work together with families of participants, their co-workers, local ARC's, and recreation and socialization resources. The program is very cost-effective. Compared to other Search applicants it has one of the lowest costs for each $1 of client earnings generated, approximately 65¢.

For more information on this exemplary program, contact:

Thomas Baffuto, Project Director, or
Paul A. Potito, Executive Director
Association for Retarded Citizens/
New Jersey, 985 Livingston Avenue,
North Brunswick, NJ 08902
Telephone: (201) 246-2525

Jerry Scott sustained a closed head injury in an auto accident. He is shown waiting on a customer in a copy shop.

Finalist / Community-Based Work Services

Easter Seal Society of Maryland

Baltimore, Maryland

Easter Seal's Supported Employment program began in 1986 serving three individuals with brain injuries. It has since grown rapidly, serving 17 people in 1988-89 and an expected 40 persons in 1990. It is one of very few community-based work services programs serving primarily people with brain injuries. The typical participant is in his mid-20s, sustained a brain injury in an automobile accident four years ago, has difficulty with balance and fine motor skills, general weakness on one side of the body, severe memory problems, and requires some assistance or supervision from another person in order to live in the community. Many have tried unsuccesfully to work since their injury. Behavior problems are common, either as a result of brain injury or because of an exacerbation of pre-injury problems.

The creativity of program staff is regularly challenged to find jobs that are consistent with the unique limitations and residual capacities of participants. Special techniques are often required to compensate for limitations, especially for memory problems. Some participants need retraining to learn a new job or adapt to changes in job requirements. Many need assistance in other functional areas such as accessing related services, budgeting, and how to use public transportation. Easter Seal also provides two support groups as part of this program, one for participants and one for their families.

Participants earn at least the minimum wage, with an average of $5.07 per hour and $38.40 per day. Most have become well integrated in their jobs, and, more importantly, their communities.

For further information on this exemplary program, contact:
Patti Bailey, Director,
Supported Employment, or
Carol Hudson, President,
Easter Seal Society of Maryland
3700 - 4th Street
Baltimore, MD 21225
Telephone: (301) 355-0100

Employability Development

WINNER

Goodwill Industries of Central Florida

FINALISTS

Indian River Community College

Jewish Vocational Service

Introduction

Employability Development programs provide services that prepare persons with disabilities for competitive employment. The people they serve typically have problems with work habits and productivity as well as deficits in specific job skills. Most have had no prior employment experience or have had difficulty in maintaining jobs. Services in these time-limited programs may be provided primarily within an organization such as a sheltered workshop or at worksites in the community.

Forty-six applications were submitted by organizations in 24 states. The 40 programs that were eligible and provided complete applications served 2,037 people during the past year at a total cost of $5.8 million. The average program has the following characteristics, expressed as median values:

- Serves an average of 16 persons per day, 40 per year at a total cost of $109,000.
- Have a direct service staff of 3.6 full-time equivalents and a ratio of 4.4 participants per staff. The top 25% applicants serve 6.6 or more participants per staff and the lowest 25% serve 2.1 per staff or fewer.
- Has been operating about four years (51 months). Ten (25%) of the applicants have been providing these programs for ten years or more.
- Daily program costs average $34 per participant. The most expensive programs (top 25%) cost over $61 per day and the least expensive (bottom 25%) average less than $21.
- Places 34% of all program participants into full-time, non-subsidized competitive employment and an additional 25% into other employment or training. The best programs (top quartile) place 49% or more into full-time jobs and over 68% into all types of jobs and training.
- Cost about $8,100 for each person that gets a permanent full-time job following the program. The average cost per person getting any type of job or training is $4,850. There is wide variation in the average cost per person obtaining any vocational benefit; one-fourth of the programs are below $2,600, while the most expensive one-fourth have costs per benefit above $8,000.

Assessment of Program Excellence

The following table presents performance and other measures used to determine program excellence. The relative importance of each measure is shown as a weighted value.

Measures of Excellence	Weighted Values
1. Benefits to persons served	
a. Percentage of participants who obtained full-time competitive employment	36%
b. Percent of participants who obtained competitive employment, supported employment, or skill training	16%
c. Average weekly earnings in competitive employment	8%
2. Program productivity/efficiency	
a. Average cost per participant per day	8%
b. Ratio of participants to direct service staff	12%
3. Level of severity of persons served	20%
	100%

Characteristics that reflect severity or difficulty level of the 2,037 persons served in the past year by these programs are shown in the following table. The typical program participant had 2.3 of these characteristics:

- Medical or physical condition that restricts activities (46%)
- Diagnosed mental illness (36%)
- Chronic mental illness (14%)
- Mental retardation, mild level (23%)
- No work history, behavior problems at work (54%)
- Age below 22 or above 55 (29%)
- Require daily assistance/supervision of another person to live in the community (12%)

Teacher George Drake provides classroom instruction to Ron, a trainee in the Goodwill Industries Work Adjustment Program.

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Goodwill Industries of Central Florida

Orlando, Florida

Goodwill Industries of Central Florida has served the Orlando area for over 20 years. In addition to Work Adjustment Training, the Employability Development program selected as this year's winner, Goodwill also provides vocational evaluation, job placement, and occupational skill training.

The Work Adjustment Training program serves about 16 people at any one time. During the year 1988-89, 48 people were served. All are referred by the state Office of Vocational Rehabilitation. The program provides direction, support, and guidance to help persons with disabilities overcome obstacles to successful competive employment. Individual program goals are set jointly by the adjustment counselor and the client on a daily and weekly basis. Participants are assigned to various work stations within Goodwill where they earn money while developing behaviors and skills that will enable them to get and keep jobs. There are work stations in the donated goods area, small appliance repair, food service, and the contract shop. Classes are provided on such topics as grooming, nutrition, social skills, and work skills.

The program has a strong emphasis on behavior change. Unacceptable behaviors are targeted and progress is recognized and reinforced. For example, at the end of each week, clients who achieved their goals are rewarded in a "success club" presentation of special certificates which can be used to buy items in one of the Goodwill stores. The largest number of persons served in Work Adjustment Training have mental illness as their primary disabling condition (71%), while one-fourth have a significant physical disability. When they start the program, a substantial proportion (48%), need daily supervision or the assistance of another person in order to live in the community.

Trainees Victor and Scott learning small appliance repair with supervisor Bob Binter.

While the average person spends 13 weeks in the program, this can range from one to 12 months. Over half of the people served (58% in 1988-89) are placed in permanent, full-time competitive employment, earning an average of $196 per week. This is one of the highest success rates for this measure among all applicants in the 1989 Search for Excellence.

For more information on this exemplary program, contact:
Dennis Brice, President, or **Cherie Johnson,** Vice President-Human Services,
Goodwill Industries of Central Florida, Inc., 6400 S. Orange Avenue, P. O. Box 590557, Orlando, FL 32859-0557
Telephone: (407) 857-0659

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Finalist / Employability Development

Indian River Community College

Fort Pierce, Florida

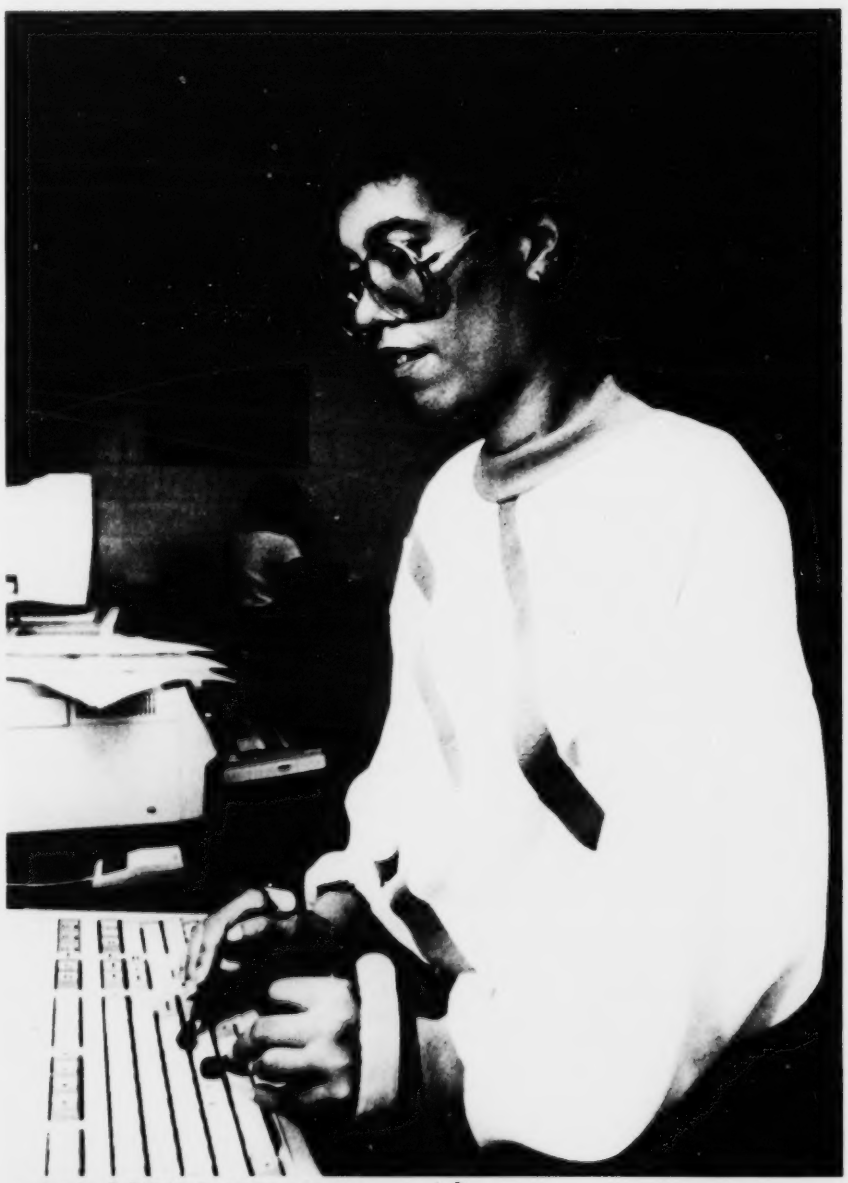
Work Adjustment Training is one of several programs provided by the Vocational Transition Center at Indian River Community College (IRCC). The Center opened in 1977 and serves over 200 persons a year in vocational evaluation and job placement as well as work adjustment. Participants are drawn from a four-county, largely rural area near West Palm Beach.

The program serves people with both physical and mental disabilities. One of the special features of this program is its location on a community college campus. This unique setting makes over 40 work sites available on the campus, providing a diversity rarely available in traditional rehabilitation facilities. Participants can gain work experience and build employability in such areas as the cafeteria, a radio station, child care center, printing facility, fine arts center, and aquatics complex as well as offices and classrooms. IRCC faculty and staff work together with Work Adjustment staff in helping participants develop appropriate work behaviors, build physical tolerance, and select realistic goals for employment or training.

The daily interaction on campus with non-disabled students, co-workers, and supervisors is an important factor which contributes to a successful transition into competitive employment. During 1988-89, 38% of the people served were working in full-time, competitive jobs and an additional 20% were in other types of employment or occupational skill training.

For more information on this exemplary program, contact:

Mary Sylvester, Program Coordinator,
Vocational Transition Center
Telephone: (407) 468-4736, or
André Hawkins, Associate Dean
of Education,
Indian River Community College
3209 Virginia Avenue
Fort Pierce, FL 34981-5599
Telephone: (407) 468-4700



L'Tanya Sapp uses adaptive aids on her computer terminal at the IRCC "Pioneer Post."

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L to R: On the job – Robert Williams, file room unit chief; Miriam Buckland, Project T.A.S.K Coordinator; and trainee Maria Mattos.

Finalist / Employability Development

Jewish Vocational Service

Miami, Florida

Project T.A.S.K. (Training Applicant Skills) is a cooperative venture between Jewish Vocational Service (JVS) and the Miami Veterans' Administration (VA) Medical Center. The program serves persons referred and sponsored by the Florida Office of Vocational Rehabilitation and the Bureau of Blind Services. Trainees have various disabling conditions, with the largest number having both mental illness and a physical disability. Services take place within various departments of the VA Center for work adjustment and vocational skill training. JVS staff for the program consists of one full-time rehabilitation counselor who works with 15-20 trainees at any one time. VA Center staff provide the direct supervision of trainees. Together JVS and VA staff help trainees learn appropriate work behaviors and prepare for competitive employment. This arrangement results in a very low cost program, less than $5 per day per trainee. The overall average cost per person obtaining employment or other significant vocational benefit was the lowest of all applicant programs, about $950.

A wide variety of work sites at the VA Center are available to the program, including: building maintenance, laundry, food services, housekeeping, and as aides in physical therapy, nursing and the x-ray division. Trainees spend an average of 25 weeks in the program on one or more job areas. In the year 1988-89, 34% of those served were placed in permanent competitive employment and an additional 25% in other jobs or vocational programs.

For more information about this exemplary program, contact:

Miriam Buckland, Project TASK Coordinator, V.A. Medical Center,
1201 NW 16th Street,
Miami, FL 33125
Telephone: (305) 324-3241, or

Rachel Tannenbaum, Executive Director,
Jewish Vocational Service,
318 N.W. 25th Street,
Miami, FL 33127
Telephone: (305) 576-3220

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Facility-Based Work Services

WINNER

Opportunity Village ARC

FINALISTS

The CENTER for the Rehabilitation and Training of the Disabled

Ohio Valley Goodwill Industries

Introduction

This category includes programs whose major goal is to provide persons with severe disabilities an opportunity to earn an income in a protected setting. Common program titles include: "sheltered work," "work activity," "extended employment," and "affirmative industry." Participants most often work in sheltered workshops on sub-contracts from private businesses or units of government. Others may work in non-workshop settings operated by the facility such as restaurants, recycling centers, and retail stores.

In the 1989 Search, 66 applications were received from organizations in 28 states. The 59 that were eligible and provided complete data serve 5,116 people per year served at a total cost of almost $23 million.

The following median values characterize the "typical" facility-based work services program.

- Has been in operation 11 years; with one-fourth for 20 years or more.
- Serves 39 people on an average day, 53 per year. One-fourth of the applicants serve over 100 people per day.
- Has 6.5 direct service staff and 5.8 participants per staff.
- Costs $274,000 annually with an average cost per participant per day of $25. One-fourth of applicants have daily costs over $36 while the least expensive one-fourth have costs below $18 per day.
- Clients participate an average of 30 hours per week, of which 25 hours are on paid work.
- Provides an average monthly income (including the value of fringe benefits) of $146. Median hourly earnings are $1.73 with participants in the lowest paying 25% of programs earning less than $77 per month.
- The turnover of participants into competitive employment, supported work, skill training or other employment programs averages 10% per year. One of every five applicants has less than 5% annual turnover into jobs or training.

- Average program cost is $3.33 for each $1 earned by participants. One-third of applicant programs have costs of over $5 for every dollar earned.

Characteristics that reflect severity or difficulty level of the 5,116 persons served in the past year by these programs are shown below. The typical participant had 3.4 of these characteristics:

- Mild or moderate level of mental retardation (50%)
- Severe mental retardation (33%)
- A limiting physical or medical condition (34%)
- Severely limiting physical or medical condition (17%)
- Mental illness, diagnosed (20%)
- Chronic mental illness, multiple or extended hospitalizations (13%)
- Never worked or history of problems on job (66%)
- Receive daily supervision or assistance to continue living in the community (41%)
- Low productivity, 25% or less when compared to competitive standards (49%)

Assessment of Program Excellence

The measures shown in the following table were used to determine the level of excellence of each applicant program. The weighted values indicate the relative importance of each measure.

Measures of Excellence	Weighted Values
1. Benefits to persons served	
a. Average annualized participant earnings & dollar value of fringe benefits	32%
b. Percent of participants leaving program for full-time competitive or supported employment, or skill training	8%
c. Percent of participants leaving program for any type of employment or employment program	4%
d. Average annual turnover, % of participants leaving for any type of employment or employment program	24%
2. Productivity/efficiency of program	
a. Average cost per participant per day	8%
b. Ratio of participants to direct service staff	4%
3. Level of severity of persons served	20%
	100%

Tracy Petersen "Reaching for the top."

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Opportunity Village ARC Henderson Division

Las Vegas, Nevada

The winning program in the Facility-Based Work Services category is the Henderson Division, a satellite operation of Opportunity Village Association for Retarded Citizens, Las Vegas. The parent organization provides several training, employment, and enrichment programs. Over 250 people a day participate in its work programs which utilize a chain of thrift stores, a print shop, a button manufacturing plant, supported employment in the commissary at nearby Nellis Air Base, and other local employers. Fifty people a day also receive training in independent living skills.

The Henderson Division opened in 1981 as a Work Activities Center to serve the small community of Henderson and the surrounding area. In 1988-89, the program had a direct service staff of 2.5 and approximately 17 participants at any one time. By mid-1990, the program had grown to serve 33 people daily. Services have also expanded and the program maintains its commitment to move as many people as possible from a sheltered setting into community-based employment.

All of the people served in this program have mental retardation, primarily in the moderate and severe range. Many have additional disabling conditions such as cerebral palsy, hearing and vision impairments, and physical disabilities. Virtually all were very low in productivity at the time they entered the program, averaging 15%-20% as compared to workers in similar jobs.

"The team takes a break." Back row, L to R: Tony Gondini, Pieter Hoentsch, Marlon Ellis, Cheryl Kimsey, Mike Clark, Roger Lloyd, Claudia Bailey. Front row, L to R: Melinda McCray, Tracy Petersen, Teresa Snell, Lisa Potter, Claudia Offill, Dale Woodward.

The Henderson program provides work and training opportunities in its processing center for used household goods and in two thrift stores which also sell merchandise donated by local merchants. Contract work has since been added which broadens the variety of work available for program participants. Early in 1989 the Henderson Center developed a supported employment enclave at Berry Plastics, a local manufacturing firm. Nine work activities clients made the transition to these jobs in the first half of 1989.

The Henderson Division has demonstrated that with appropriate help and the right work opportunities, people with severe disabilities can become productive and increase their independence in the community.

For more information on this exemplary program, contact:
Mike Husted, Chief Executive Officer, or **Laura McBride,** Grantwriter,
Opportunity Village ARC, 917 South First Street, Las Vegas, NV 89101
Telephone: (702) 384-8170

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Strict quality control measures are enforced as this worker inspects each individual document for errors on the microfilm reader.

Finalist / Facility-Based Work Services

THE CENTER for the Rehabilitation and Training of Persons with Disabilities

Chicago, Illinois

THE CENTER Microfilm Service, one of several facility-based work services programs, began in 1983 and provides jobs to persons with disabilities who would otherwise be unemployed. The program films 18 million records a year from over 30 organizations such as state agencies, hospitals, corporations and universities. Including participant wages and benefits, the total annual budget in 1988-89 was over $400,000. In 1990 it doubled to nearly $1 million. Significantly, the program is totally self-supporting, and no fees for service or other subsidies are needed to supplement contract income.

About 26 people were in the microfilm services at any one time in the past year. Most have physical disabilities and a significant number also have alcohol and other substance abuse problems. In addition to the paid work, the program includes coordinated case management, vocational counseling, individual personal counseling, skill training, job placement, and follow-up. In fiscal year 1989 the average daily cost per person was $33 with participants earning an average of $3.71 per hour or $358 per month. After one year in the program workers receive fringe benefits of paid holidays, sick leave, and vacation days.

In an unusual collaboration with another rehabilitation organization, THE CENTER makes the equipment and other physical resources of the Microfilm Services Program available to a Chicago area rehabilitation organization that serves people with chronic mental illness. Fifteen persons work on this second shift each day from 4:00 to 9:00 p.m. As a model program for other facilities, Microfilm Service is a successful and self-supporting business. At the same time it is true to its mission to move people into regular competitive employment as soon as they are ready. During the past two years, 16 people successfully made the transition to competitive employment or to occupational skill training.

This is not the first time THE CENTER has been recognized by the Search for Excellence. In 1986, another program was selected as the winner in the category of Community-Based Supported Work.

For further information on this exemplary program, contact:
Dale Singleton, Director of Industrial Operations, or **Cathy Lorber, Ph.D.,** Vice President of Program Services
THE CENTER for the Rehabilitation and Training of Persons with Disabilities,
6610 North Clark Street,
Chicago, IL 60626
Telephone: (312) 973-7900

David Conrad, a participant in the Work Adjustment Training Program, became competitively employed shortly after this photo was taken.

Finalist / Facility-Based Work Services

Ohio Valley Goodwill Industries Rehabilitation Center

Cincinnati, Ohio

The Center's "169 Work Adjustment Training Program" started in 1984 serving an average of 15 persons with developmental disabilities. It is one of five employment programs each targeted to a specific population. In the 1988-89 year it served 35 daily, with a staff of eight. Enrollment is expected to reach 70 in 1990. All participants have mental retardation and one-third are moderately or severely retarded. Many have secondary disabling conditions and, with few exceptions, no prior successful work experience. About three-fourths live in settings with daily supervision and assistance.

The program makes use of various resources within Goodwill to provide a wide variety of work opportunities that are well-matched to individual capacities and needs. Such resources include the Industrial Services Division (with about 70% of all clients working on packaging and similar jobs), the donated goods area, housekeeping, and food services. Two worksites in the community, a plastics recycling company and a commerical laundry, provide additional opportunities to gain work experience and develop positive work behaviors. Earnings average about $2 per hour (above the average for all applicants of $1.73), and an average daily program cost per participant of $22. (below the average of $25). The program is noted for its success with people who have significant behavior problems. Staff are trained in behavioral techniques to improve worker productivity and reduce problem behaviors.

The primary goal is to move 15-20% of all program participants into competitive employment or skill training each year. It averaged 17% during the last two years, compared to 10% for the typical program in this category.

For further information on this exemplary program, contact:

Joseph Byrum, Executive Director, or
Sara Pranikoff, Supervisor, Adjustment Services, Ohio Valley Goodwill Industries Rehabilitation Center,
10600 Springfield Pike,
Cincinnati, OH 45215
Telephone: (513) 771-4800

Work Hardening

WINNER

Schwab Rehabilitation Center

FINALISTS

J. Leonard Camera Industrial Rehabilitation Center

St. Elizabeth Hospital

Introduction

This is the first year in which work hardening programs were included as a category in the Search for Excellence. These programs serve people who have sustained injuries, usually on the job, providng multi-disciplinary services which include progressive physical conditioning, education on safe working practices, and job placement services. The goal is to assist the return of injured workers to competitive employment either with the employer they had at the time of injury or a new employer.

Twenty-five Work Hardening applications were received from organizations in 13 states. The data which follows is based on 23 programs for which complete information was available. These programs served a total of 1,857 persons in the past year at a total cost of $4.5 million. The typical program can be characterized by the following median values:

- Has been in operation 33 months. Only three have been running four or more years.
- Serves 74 people per year, the average length of participation is 19 days.
- Has an annual budget of $167,000 and a staff of 4.2 full-time equivalent direct service providers such as occupational and physical therapists.
- Daily program cost per person is $118.
- Places 48% of those served into full time competitive employment, and 62% into full or part-time jobs, training, or other employment related programs. Significantly, the top three ranked programs averaged 74% returning to full-time jobs while the lowest one-fourth of applicant programs averaged only 36% into full-time jobs.
- Has an overall average cost per person returning to full-time jobs of $5,370.

Assessment of Program Excellence

The measures used to determine the overall level of excellence of each applicant program are listed in the table below. The weighted values indicate the relative importance of each measure.

Measures of Excellence	Weighted Values
1. Benefits to persons served	
a. Percentage of participants who obtained full-time competitive employment	55%
b. Percent of participants who obtained any benefit (any job, skill training or another employment program)	13%
2. Productivity/effectiveness	
a. Average cost per participant per day	9%
b. Ratio of program clients to direct service staff	8%
3. Level of severity of persons served	15%
	100%

The characteristics that reflect severity or difficulty level of the 1,837 persons served in the past year by these programs are shown below. They were taken into account in determining program excellence.

- Age 50 or older (16%)
- Involved in litigation such as an unresolved workers' compensation claim (36%)
- Started the program more than 12 months after the injury (13%)
- Did *not* have an employer committed to this person's return to the same or a different job following the program (16%)
- Has had one or more surgical procedures, such as a laminectomy, for the primary disabling condition (35%)

An injured line worker practices with adaptive equipment assisted by Melanie Ellexson, STEPS Director.

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Schwab Rehabilitation Center

Chicago, Illinois

Schwab Rehabilitation Center is a 77-bed comprehensive physical medicine and rehabilitation hospital. As an extension of its commitment to meeting changing rehabilitation needs, the Center began providing specialized services to injured workers in 1983. Schwab opened its first formally structured work hardening program and clinic in 1986. To emphasize the progressive stages in the process of returning to work, the program was named STEPS Industrial Rehabilitation Clinics. Three such clinics now operate in the Chicago area.

The work hardening program is designed to provide interdisciplinary services which facilitate the return of injured workers to competitive employment. To bridge the gap between acute care and return to the work-place, the clinics have expanded beyond work hardening to include injury prevention services, pre-placement screening, and on-site evaluation of the physical requirements of jobs. The STEPS Clinics serve people with a wide variety of disabilities, emphasizing the prevention and treatment of repetitive motion and cumulative trauma injuries.

The three STEPS Clinics serve about 400 people a year, over half of whom receive work hardening evaluations and/or treatment services. All clinics are located in distinctly non-medical settings, such as industrial parks, to reduce the emphasis on pain and medical treatment and facilitate reintegration into the work place. Half of the 18 full-time equivalent staff at the three clinics are involved in work hardening. They include occupational and physical therapists, vocational specialists, a psychologist, and various support staff.

Daniel Jones prepares for his return to work as a delivery truck driver. Supervisor Mary Ellen Modica demonstrates proper techniques.

The average participant is in the program for six and a half weeks. The typical person is a male between the age of 26 and 45 (72%), who worked at an unskilled (45%), or semi-skilled (26%) job. Low back injuries account for 59% of those served, but there have been an increasing number of persons (about 21%) with upper extremity injuries. Most are referred to the program about five to six months after their injury. A work-like atmosphere is maintained in the clinics. Participants are required to dress as they would for work. Staff assume more the role of foremen rather than that of caregivers.

Participants in the work hardening program receive a combination of conditioning and job simulation services designed to improve work tolerance, work practices, and work behaviors. Safe body mechanics are taught and practiced. Staff make creative use of state-of-the-art exercise and training equipment, supplemented with equipment used on actual jobs, and have designed some of their own job simulations. Of the 75 persons served during the 1988-89 program year, 71% returned to permanent full-time jobs and an additional 11% started skill training or other employment preparation programs. Of the persons completing the work hardening program, 90% are still employed after three months.

The Schwab program has a high level of success because staff demonstrate a strong commitment to the program's goals, as well as flexibility and creativity in responding to the unique needs of injured workers and their employers. Satisfied participants often encourage others to enter the program. This type of success has prompted rehabilitation professionals from as far away as Hawaii and Canada to come to Schwab for training in work hardening practices and procedures.

For further information on this exemplary program, contact:

Kathleen Yosko, Vice President/Administrator, Schwab Rehabilitation Center, 1401 S. California, Chicago, IL 60608 · Telephone: (312) 522-2010, or
Melanie Ellexson, Director, STEPS Industrial Rehabilitation Clinics, Schwab Rehabilitation Center, 16246 Prince Drive, South Holland, IL 60473 · Telephone: (312) 596-2111

Bruce E. Tipton, an auto mechanic, in the Work Hardening Program at the J. Leonard Camera Center, operated by the Bureau of Workers' Compensation Rehabilitation Division.

Finalist / Work Hardening Program

J. Leonard Camera Industrial Rehabilitation Center

Columbus, Ohio

The Rehabilitation Division of the Industrial Commission of Ohio established a work hardening program at the Camera Center in May 1985 to integrate medical and vocational components of industrial rehabilitation. The program is designed to return workers who were injured on the job back to employment through physical conditioning, strengthening, education, and simulation of work tasks. It currently has a staff of 11 (9.5 full-time equivalents) and serves 50-60 workers' compensation claimants per week. Most participants are in the program a total of four to six weeks. About half (58%), had been injured more than 12 months before entering the center; 53% had lower back injuries and 43% had one or more injury-related surgical procedures.

Participants are provided activities which simulate various physical requirements of jobs such as auto and truck mechanics, auto body repair, truck driving, electronics, clerical, construction trades, metal working, and welding. Workers learn pacing skills and safe work habits along with various techniques to build strength and endurance. Staff can simulate almost any job task through creative use of the Center's vast array of equipment. Rather than relying solely on work capacity devices, actual machinery is used for simulation and physical conditioning. The Center may have the only program in the country which uses an 18-wheel tractor-trailer for work hardening.

In 1988 the program served 90 people. Of these, 82% returned to work and an additional 9% entered on-the-job training or other vocational programs. This is the highest rate of benefits to participants among all work hardening programs that submitted applications.

For more information on this exemplary program, contact:

Bruce Growick, Ph.D., Director
Rehabilitation Division, Ohio Bureau of Workers' Compensation,
106 N. High Street, 7th Floor,
Columbus, OH 43215
Telephone: (614) 466-5484
or
L. T. Nichols, MRC, CRC
Chief, Case Management Services,
J. Leonard Camera Industrial Rehabilitation Center, 2050 Kenny Road,
Columbus, OH 43221
Telephone: (614) 421-1150

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Mike Beson enhances overhead dexterity skills by using the multi-work station.

Finalist / Work Hardening Program

St. Elizabeth Hospital

Appleton, Wisconsin

The Workers' Rehabilitation Program of St. Elizabeth Hospital's Rehabilitation Center began operating in 1987. It serves a rural three county area with a total population of about 300,000. The primary goal of the program is to return the injured worker to gainful employment as soon as it is safe and possible. The interdisciplinary team includes a physician experienced in occupational health, occupational therapists, physical therapists, a rehabilitation psychologist, an exercise physiologist, and a vocational rehabilitation counselor.

In 1988-89, 90 people were served; most had back problems and started the program within six months of their injury. Of these, 71% returned to work and 8% entered job retraining programs. Follow-up with persons served the previous year found 84% of those who returned to work were still employed 12 months after leaving this program. The average cost per success (i.e., a worker returned to full-time employment) is about 20% below the average of all applicants in the Search competition.

For further information on this exemplary program, contact:

Robert Verkins, Coordinator, or
Stephen Alt, M.D., Medical Director,
Workers' Rehabilitation Program,
St. Elizabeth Hospital,
1506 S. Oneida Street,
Appleton, WI 54915
Telephone: (414) 738-2803

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Winners and Finalists 1986–1990

1986

Community-Based Supported Work

WINNER

The CENTER for the Rehabilitation and Training of the Disabled
6610 North Clark Street
Chicago, IL 60626
Telephone: (312) 973-7900

FINALISTS

Individual Development Center (IDC)
3401 Armory Road
Wichita Falls, TX 76302
Telephone: (817) 766-3207

PACE Training and Evaluation Center
P.O. Box 4241
Star City, WV 26504
Telephone: (304) 599-0513

Washington County Mental Health Services
P.O. Box 462
Barre, VT 05641
Telephone: (802) 479-2502

Facility-Based Work Adjustment

WINNER

Goodwill Industries of Broward County
1830 S. Federal Highway
Fort Lauderdale, FL 33316
Telephone: (305) 525-1343

FINALISTS

Laurel Hill Center
2621 Augusta Street
Eugene, OR 97403
Telephone: (503) 485-6340

Tri-County Industries
P.O. Box 789
Rocky Mount, NC 27801
Telephone: (919) 977-3800

Long-Term Sheltered Employment

WINNER

Opportunity Center, Inc.
3030 Bowers Street
Wilmington, DE 19802
Telephone: (302) 762-0300

FINALISTS

Goodwill Industries of Southwest Florida
199 Bayshore
North Fort Meyers, FL 33903
Telephone: (813) 995-2106

St. Paul Rehabilitation Center
319 Eagle Street
St. Paul, MN 55102
Telephone: (612) 227-8471

Occupational Skill Training

WINNER

Rise, Inc.
8406 Sunset Road N.E.
Spring Lake Park, MN 55432
Telephone: (612) 786-8334

FINALISTS

Abilities Inc. of Florida Rehabilitation Center
P.O. Box 4010,
2735 Whitney Road
Clearwater, FL 33518
Telephone: (813) 530-0617

ICD-International Center for the Disabled
340 East 24th Street
New York, NY 10010
Telephone: (212) 679-0100

1987

Community-Based Work Adjustment

WINNER

Vocational Guidance Services
2239 East 55th Street
Cleveland, OH 44103
Telephone: (216) 431-7800

FINALISTS

Goodwill Industries of Kentucky
214 South 8th Street
Louisville, KY 40202
Telephone: (502)585-5221

Goodwill Industries of New Jersey
400 Worthington Avenue
Harrison, NJ 07029
Telephone: (201) 481-2300

Consortium-Based Transition (School-to-Work)

WINNER

Rural Minnesota CEP
P.O. Box 1108
Detroit Lakes, MN 56501
Telephone: (218) 847-9205

FINALIST

ICD-International Center for the Disabled
340 East 24th Street
New York, NY 10010
Telephone: (212) 679-0100

Supported Work in Small Communities

WINNER

Washington County Mental Health Services
P.O. Box 462
Barre, VT 05641
Telephone: (802) 479-2502

FINALISTS

PACE Training and Evaluation Center
P.O. Box 4241
Star City, WV 26504
Telephone: (304) 599-0513

Washington County Vocational Workshop
P.O. Box 273
Holzhauer Drive
Nashville, IL 62263
Telephone: (618) 327-4461

Work Services for the Severely Disabled

WINNER

Goodwill Industries of Colorado Springs
2320 West Colorado Avenue
Colorado Springs, CO 80904
Telephone: (303) 635-4483

FINALISTS

Napa Valley P.S.I.
P.O. Box 900
Napa, CA 94559
Telephone: (707) 255-0177

Pioneer Center for the Exceptional
4001 Dayton Street
McHenry, IL 60050 Telephone:
Telephone: (815) 344-3700

1988

Community-Based Work Services

WINNER

Association for Retarded Citizens- New Jersey
985 Livingston Avenue
North Brunswick, NJ 0890
Telephone: (201) 246-2525

FINALISTS

Career Services for the Handicapped
4401A Lomas Boulevard, NE
Albuquerque, NM 87110
Telephone: (505) 265-7936

Magic City Enterprises
P.O. Box 925
Cheyenne, WY 82003
Telephone: (307) 635-0166

Employability Development

WINNER

Easter Seal Society of Tarrant County
617 Seventh Avenue
Fort Worth, TX 76104
Telephone: (817) 336-8693

FINALISTS

South Carolina Vocational Rehabilitation Department
1410 Boston Avenue,
P.O. Box 15
West Columbia, SC 29171
Telephone: (803) 822-5313

Goodwill Industries of Lane County
855 Seneca Road
Eugene, OR 97402
Telephone: (503) 345-1801

Facility-Based Work Services

WINNER

Goodwill Industries, Suncoast
10596 Gandy Boulevard
St. Petersburg, FL 33733
Telephone: (813) 576-3819

FINALISTS

Minnesota Diversified Industries
670 Pelham Boulevard
St. Paul, MN 55114
Telephone: (612) 646-2711

FINALIST

Napa Valley P.S.I.
651 Trabajo Lane,
P.O. Box 600
Napa, CA 94559
Telephone: (707) 255-0177

Occupational Skill Training

WINNER

Arkansas Enterprises for the Blind
2811 Fair Park Boulevard
Little Rock, AR 72204
Telephone: (501) 664-7100

FINALISTS

Multi-Resource Centers
1900 Chicago Avenue South
Minneapolis, MN 55404
Telephone: (612) 871-2402

South Carolina Vocational Rehabilitation Department
1410 Boston Avenue,
P.O. Box 15
West Columbia, SC 29791
Telephone: (803) 822-5313

1989

Community-Based Work Adjustment

WINNER

University of North Carolina at Chapel Hill
Division TEACCH
CB 7180, Medical School
Chapel Hill, NC 27599
Telephone: (919) 966-2174

FINALISTS

Association for Retarded Citizen/New Jersey
985 Livingston Avenue
North Brunswick, NJ 08902
Telephone: (201) 246-2825

Easter Seal Society of Maryland
3700 4th Street
Baltimore, MD 21225
Telephone: (301) 335-0100

Employability Development

WINNER

Goodwill Industries of Central Florida
6400 S. Orange Avenue
Orlando, FL 32809
Telephone: (407) 857-0659

FINALISTS

Indian River Community College
Vocational Transition Center
3209 Virginia Avenue
Fort Pierce, FL 34981-5599
Telephone: (407) 468-4736

Jewish Vocational Service
318 N.W. 25th Street
Miami, FL 33127
Telephone: (305) 576-3220

Facility-Based Work Services

WINNER

Opportunity Village ARC
917 South First Street
Las Vegas, NV 89101
Telephone: (702) 384-8170

FINALISTS

The CENTER for the Rehabilitation and Training of the Disabled
6610 North Clark Street
Chicago, IL 60626
Telephone: (517) 323-2400

Ohio Valley Goodwill Rehabilitation Center
10600 Springfield Pike
Cincinnati, OH 45215
Telephone: (513) 771-4800

Work Hardening

WINNER

Schwab Rehabilitation Center
1410 S. California
Chicago, IL
Telephone: (312) 522-2010, ext. 5308

FINALISTS

J.L. Camera Industrial Rehabilitation Center
2050 Kenny Road
Columbus, OH 43221
Telephone: (614) 421-4008

St. Elizabeth Hospital
1506 S. Oneida Street
Appleton, WI 54915
Telephone: (414) 738-2803

1990

Community-Based Employability Adjustment

WINNER

Peckham Vocational Industries
2822 N. Martin Luther King, Jr. Boulevard
Lansing, MI 48906
Telephone: (517) 323-2400

FINALISTS

Able-Disabled Advocacy
861 Sisth Avenue, Suite 623
San Diego, CA 92101
Telephone: (619) 231-5990

Meigs County Board of MR/DD
1310 Carleton Street
Syracuse, OH
Telephone: (614) 992-6681

Community-Based Work Services

WINNER

Hope Network
6850 South Division
Grand Rapids, MI 49548
Telephone: (616) 455-5900

FINALISTS

Lutheran Friends of the Deaf
P.O. Box 193,
Frost Mill Road
Mill Neck, NY 11765
Telephone: (516) 922-3818

PACE TEC
P.O. Box 4241
Pleasant Hill &
Stafford Avenue
Star City, WV 26504
Telephone: (304) 599-0513

Facility-Based Employability Development

WINNER

Goodwill Industries of South Florida
2121 Northwest 21st Street
Miami, FL 33142
Telephone: (305) 325-9114

FINALISTS

South Carolina Vocational Rehabilitation Dept.
Strom Thurmond Vocational Rehabilitation Center
1410 Boston Avenue,
P.O. Box 15
West Columbia, SC 29171
Telephone: (803) 822-5313

TARGET
430 South Bishop Street
Westminster, MD 21157
Telephone: (301) 848-8730

Independent Living Centers

WINNER

Alpha One
85 E Street
South Portland, ME 04106
Telephone: (207) 767-2189

FINALISTS

Access Living of Chicago
310 South Peoria, Suite 201
Chicago, IL 60607
Telephone: (312) 226-5900

Southeastern Minnesota Center for Independent Living
1306 7th Street, NW
Rochester, MN 55901
Telephone: (507) 285-1815

Jeremiah Milbank 1887-1972

About The JM Foundation

The JM Foundation grants program encompasses several related fields, including: rehabilitation of people with disabilities; prevention and wellness, with an emphasis on individual responsibility for health; expansion of effective extramural care; health-related public policy; alcohol and other drug dependencies; and selected projects in biomedical research and medical education.

The Foundation also has a strong interest in educational activities which strengthen America's pluralistic system of free markets, individualism, entrepreneurship, voluntarism, and private enterprise.

In addition, The JM Foundation Directors recognize that our nation's future depends on the strength of the American family. Accordingly, we support organizations that enhance the quality of family life and provide today's youth with meaningful life experiences, productive employment opportunities, healthy lifestyles, and positive character development.

The JM Foundation
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